

Rockingham 2020

A Financial Plan for the Future

COUNTY of ROCKINGHAM
Department of Community Development
20 East Gay Street
Harrisonburg, VA 22802

Rockingham 2020

Strong fiscal management by the Board of Supervisors has placed Rockingham County in a strong financial position. However, continued cost-shifting by the state and federal governments, coupled with increased demand for services, has created a fiscal reality; revenue must increase at a faster rate than expenses.

To continue to serve the citizens of Rockingham and remain in a strong financial position, the Board of Supervisors has adopted *Rockingham 2020—A Financial Plan for the Future*. This plan serves the community by establishing priorities, giving direction to County operations, and removing surprises from the budget process.

Rockingham 2020 consists of a Capital Improvement Program (CIP) and an Operations Plan. A CIP is a five-year plan to guide the construction or acquisition of capital projects which serve to maintain the County's infrastructure. It identifies needed capital projects, estimates their costs, ranks them by priority, lists the year each should be started and determines the best method of paying for them within the County's fiscal capabilities. An adopted CIP does not bind the local governing body (Board of Supervisors) to carry out any of the proposed projects, nor does it appropriate or require the expenditure of money. A CIP is a form of short-term planning based on the Comprehensive Plan and limited to a five-year planning period. Every year the CIP should be updated and extended one more year into the future so it will remain a five-year program.

The Operations Plan provides a guide for the annual funding of operations. The Operations Plan complements the CIP by identifying the costs necessary to sustain the current level of service and anticipating future increases in demand.

Capital Improvement Program

A capital project is the acquisition or improvement of facilities, equipment, or services that are major expenditures and that have a useful life of two or more years. A capital project should be non-recurring; that is, it should not be purchased every year. The Rockingham

County CIP includes large vehicle purchases as well as renovations to existing infrastructure as these represent large capital costs for projects with long, useful lifespans.

Benefits of the Capital Improvement Program

Preparing a CIP benefits a community in several ways even if capital facility needs are few. The most basic benefit is to ensure money is spent in a way that:

- Anticipates future capital facility needs;
- Avoids duplication;
- Eliminates poorly planned projects;
- Encourages cooperation and coordination among departments of local government and with other governmental units;
- Helps spread the financial impact of expensive projects over the years;
- Correlates projects to meet community goals, financial capabilities, and anticipated growth;
- Provides an opportunity for early acquisition of needed land before it increases in value or is lost to other uses;
- Helps increase public support for proposed expenditures by affording the opportunity to provide citizen input;
- Enables developers and public utility companies to plan improvements in anticipation of future capital facilities; and
- Helps a locality to determine what financing resources are needed, such as state and federal aid, to pay for capital projects.

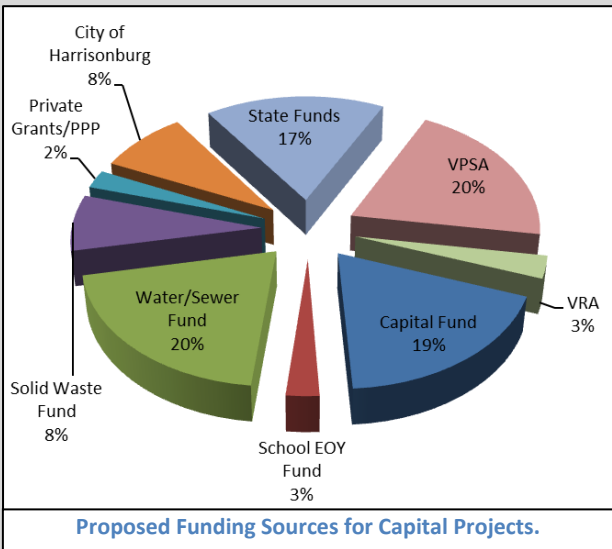
The process also helps localities to select projects where the need is most pressing, eliminate projects that have a low overall priority, and prevent projects from being initiated too soon, causing unnecessary carrying costs, or from being initiated too late, after the need has become critical.

Funding the Capital Improvement Program

The Rockingham County CIP includes forty-five distinct projects for a total capital expenditure of \$164.7M over the next five fiscal years. Fifteen of these projects have had funds allocated or spent totaling \$10.5M through FY2015. Ten of the requested projects have expected expenditures of \$22.4M beyond the five-year window of this CIP. The capital cost for all of the projects listed in the CIP, including funds already allocated or spent, funds projected within the CIP, and any funds expected through FY2025, total \$197.6M.

The CIP requests can be divided into four major categories: Education, Public Safety, Public Works, and Other. Education includes all Rockingham County Public Schools projects. Public Works includes all Department of Public Works projects as well as all County-administered roadway projects. Public Safety includes all Department of Fire and Rescue projects, all Harrisonburg Rockingham Emergency Communications Center projects, and all County Sheriff's Office projects. Other projects include Department of Technology projects, the construction of the new County Park, the continued development of the Innovation Village at Rockingham, and an expansion of Court Services.

As a share of the funding for these requested projects, the Capital Fund represents 19% of the anticipated funding sources. The majority of the funding for Public Works projects are to come from dedicated sources totaling 28% of the funding stream. Several Rockingham County Public Schools projects are expected to be either wholly or partially funded by the Virginia Public Schools Authority (VPSA), providing approximately 20% of funding for CIP projects. An additional 17% of the funding for CIP projects is expected to come from state matching funds and 8% of the funding is expected to be provided by a match from the City of Harrisonburg. The remainder of the required funding for the requested projects will be from savings, grants, public-private partnerships (PPP), and debt financing. (VRA refers to The Virginia Resources Authority and the School EOY Fund is the School End-of-Year Fund.)



Education

Digital Conversion

Digital Conversion is a program to provide anytime-anywhere access to digital learning resources for RCPS students and staff. In order to facilitate this type of digital learning environment, RCPS buildings must be equipped with wireless technology that can handle a learning model in which all students and teachers have access to the necessary bandwidth at any time. The current RCPS wireless model, which is based on building-wide coverage for a small number of devices, must be converted to a model that takes both coverage and density into consideration. In addition to the wireless infrastructure, various devices for accessing the resources must be tested and evaluated in long-term pilot projects, requiring initial investment in the digital devices that appear to be the most promising candidates for a digital learning environment.

School Renovations:

Pleasant Valley Elementary School, John Wayland Elementary School, Fuls Run Elementary School, and John C. Meyers Elementary School currently operate HVAC systems that are more than fifty years old. These systems cannot be partitioned, requiring the entire building to be heated or cooled. Additionally, unit ventilation parts are becoming obsolete, making replacement parts difficult to find. Renovations include asbestos abatement; replacement of HVAC systems, windows, exterior doors, lighting, floors, ceilings, electric circuits, and hallway ceramic tile wainscoting; restroom and kitchen renovations; and painting.

School Additions:

Montevideo Middle School and Broadway High School are projected to exceed capacity within the next five to ten school years. The Montevideo Middle School project includes the construction of sixteen additional classrooms, an expanded dining area, a new kitchen area, and media center. Broadway High School renovations will be beyond the window of this Plan.

Bus Replacement

Rockingham County Public Schools currently manages a fleet of 262 buses, seventy of which are at least twenty years old and forty-three of which are at least fifteen years old. The Commonwealth of Virginia recommends buses be replaced every twelve years. RCPS seeks to maintain a fleet of buses that is twenty years old or newer. To achieve this standard, RCPS will need to retire and replace ten buses per year for the foreseeable future.

Dayton Learning Center Window Replacement

The historic Dayton School houses the Dayton Learning Center High School Alternative Education Program, which helps to reduce the high school dropout rate by reaching those students who struggle in the regular classroom setting. The windows of this historic building date from 1941. This project will replace all windows throughout the building with energy-efficient windows.

Public Works

Road Improvements

Airport Road (Rt. 727), extending from the recently completed bridge improvement project, between U.S. 11 and the intersection of Kiser Road (Rt. 696), to the previously improved section near the Bridgewater Air Park that terminates at the intersection of Wise Hollow Road (Rt. 698), will be realigned with 12-foot lanes and widened shoulders.

Along the Preston Lake development frontage, **Massanetta Springs Road (Rt. 687)** improvements will include widening the roadway for the length of this project and adding two left-turn lanes along with other improvements to the intersection with U.S. 33.

Reservoir Street (Rt. 710) will be expanded from two to four lanes. The design and construction of this project will be coordinated with the improvements to Reservoir Street in the City of Harrisonburg.

Facilities Improvements

With the expansion of the Elizabeth Street Building, the **Human Services Building** has space that will be renovated and reallocated to other departments within Social Services. Additionally, the roofs of this and the **Administration Building** will soon meet the end of their respective useful lives and will need to be replaced.

The historic **Court House** serves as a focal point for the entire Harrisonburg-Rockingham community as well as home to the Rockingham County Circuit Court. To maintain this structure in working condition, the elevators must be modernized and stonework around the exterior of the building must be repointed. Additionally, the elevators in the **District Courts Building** must be modernized to ensure a safe and appropriate working environment for court officials.

The existing **Rockingham-Harrisonburg Regional Jail** currently operates above capacity, putting considerable strain on the aging building. This project includes the repair of the roof, the replacement of the plumbing system, and the modernization of the elevators.

The **Singers Glen Community Center** serves as a community focal point for this small, historic village. To ensure that this structure remains an integral part of the fabric of the Singers Glen community, the roof will need repair and both the interior and the exterior will require restoration.

Utilities Improvements

A **24-Inch Water Line** extended to Route 11 North will provide water service from Albert Long Park to the Route 11 North region. It will eliminate the need for city water in that area and increase the availability of flow for commercial development. A **16-Inch Water Line** from the city vault at Willow Springs will eliminate the current restriction of water capacity in Pleasant Valley and, ultimately, to Route 11 South. A **24-Inch Water Line** from Three Springs to Rt. 11 South will further increase water capacity in that area for commercial development, specifically White Wave Foods.

Current permitted water treatment capacity at **Three Springs Water Treatment Plant** is 3.67 million gallons per day (MGD), based on the capacity of the finish pumps. The membrane filter capacity is 4.0 MGD. A **Finish Pumps Upgrade** will increase the pumping capacity to match or exceed the membrane filter capacity, increasing the permitted treatment limit to 4.0 MGD. Then, an **Additional Raw Water Well and Filter Skid**, with an additional finish pump upgrade will enable the permitted capacity to reach 6.0 MGD.

Phase V Landfill Expansion

Planning and design are underway to complete the Part B permit for this expansion of the County Landfill. This will be followed by construction drawings, procurement, and construction to be completed in FY2019.

Public Safety

Regional Corrections, Re-Entry, and Treatment Facility

The re-entry and treatment facility would provide minimum security housing supplemented by a limited number of medium security cells. This facility may include mental health treatment cells, dormitory beds for pre-release/re-entry, dormitory beds for community custody/work release, dormitory beds for trustees, and medium security cells.

Harrisonburg-Rockingham Emergency Communications Center (HRECC)

The Harrisonburg-Rockingham Public Safety Radio System requires an upgrade for several reasons. Technology support is ending in FY2016, parts and equipment are no longer manufactured, and the system must remain compliant with Federal regulations. The HRECC's Computer Aided Dispatch system requires upgrading as part of the vendor's end-of-life of the current system. This software was originally purchased in 2005. In conjunction with the radio system and computer-aided dispatch system upgrades, the HRECC's logging recorder must be upgraded to be compatible with the new systems. This original equipment was installed in 2007.

Fire and Rescue Stations

The **McGaheysville Rescue District** has the highest call volume per population, primarily due to the influx of population around the Massanutten Resort. This district abuts and supports the Harrisonburg Rescue District, the district with the highest call load per day; the Elkton Rescue District, the district requiring the most support; and the Grottoes Rescue District. The **McGaheysville Fire District** also supports the Hose Company #4 District, located on Port Republic Road. **Hose Company #4** serves the fastest growing and one of the most populated areas of Rockingham County. This fire station receives multiple calls at one time, leading to one of the highest rates of First Due No Response. To improve service these facilities will be expanded and upgraded.

The current distribution of fire stations in Rockingham County leaves a large area north of the City of Harrisonburg and south of the Town of Broadway with low service levels and high response times. The addition of a new facility in this area, will improve the service levels and lower response times from more than ten minutes to acceptable levels. This will help to minimize the potential loss due to fire. This facility will also add to the overall network by helping with the inadequate response coverage in the Singers Glen area and as a primary support for the call load in the Broadway area.

Fire and Rescue Apparatus

The primary apparatus at three Fire Stations are all more than fifteen years old. Three other primary apparatus are thirteen years old and one other is twelve years old. Due to heavy use, the twelve-year-old apparatus is in poor condition. Currently, the County operates three ladder trucks: one is 27 years old, one is 23 years old, and one is 19 years old. While six of eight primary ambulances are in excellent condition and only two are in good condition, the excessive miles that are put on these apparatus lead to a shorter, useful lifespan. Additionally, a new mandate requires all new ambulances to have a cot lift. This helps to protect the safety of Emergency Medical Technicians and allows the County to provide care for more members of the community. These apparatus will be retired and replaced on a multi-year cycle.

Other Projects

Court Expansion

The Commonwealth of Virginia has recently appointed several new judges to serve in the Harrisonburg-Rockingham courts. The District court building will soon require expansion as the caseload outpaces the space on potential dockets.

IV@R Phase 2

This project involves the construction of a road to connect IV@R to the City's Technology Park and the grading of an office building site. The new 4-lane divided street will be constructed to connect Research Drive to Technology Drive. This road will be constructed in conjunction with the grading of approximately 12 acres to house a future office building with an estimated 60,000 square feet of floor space.

Albert Long Park

The 65-acre Albert Long Park, located along Spotswood Trail will provide a green space buffer between development along the Spotswood Trail and the farming community in the Keezletown area. As the Albert Long Park site is cleared and prepared, the development of amenities can begin in concert. These amenities are proposed to include several baseball and softball fields, several multi-use fields, a shared-use path around the entire facility, and an indoor recreation center. These amenities will be available to the public and advertised for regional athletic competitions.

Technology

Tyler Technologies' Munis system is a hosted, SaaS (software as a service) solution. Currently, the Financial, Human Resources, and Payroll systems are operated through Munis. This project will replace the current Utility Billing system, Treasurer's system, and Accounts Receivables and Cashiering with the Munis Modules and will purchase additional licenses to accommodate more users on these systems.

The ability to scan and save documents digitally will decrease the need for file space, printing supply costs and energy costs, and will significantly increase staff's ability to search and access documents readily. Additionally, this will improve accessibility to documents by the general public. Rockingham County began a document imaging program with **ImageNow** for County offices in 2008. Due to limited resources, the County halted the implementation in 2009-2010. As a result, the system is incomplete, not available for most offices, and unused due to a lack of licensing and training. This project will be resumed and completed.

The County **Geographic Information System (GIS)** is over 10 years old and hosted by a third party. Support for the aging software is challenging. Rather than simply upgrading the GIS software, the Technology Advisory Committee recommended a system-wide evaluation. Phase 1 of this evaluation, the Health Check, has been completed. Phase 2, the GIS Road Map, prioritized the projects identified by the Health Check. This project begins Phase 3, Implementation.

The **Real Estate Assessment Software Upgrade** will replace the Real Estate Assessment software with a more functional, robust system.

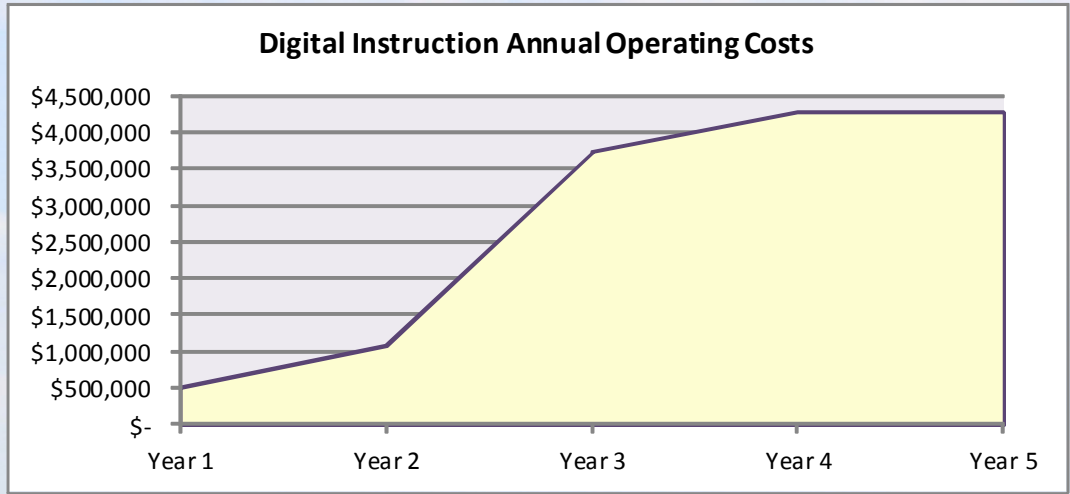
The **Data Center Upgrade** replaces the existing Storage Area Networks (SANs), upgrades the servers to a rack-mounted, more energy-efficient, clustered, virtualized environment with faster processing and more fail-over capability, while updating them to supported operating and database systems. It will also eliminate the need for many servers at alternate locations.

EDUCATION

The Vision of the Rockingham County Comprehensive Plan states, "The County will be a place where our children can live and enjoy the same and better quality of life that we have enjoyed." Rockingham County Public Schools pursues this vision through projects designed for the future of education while preparing our youth for the technology-based economy of tomorrow.

Rockingham County Public Schools	5 Year Total	FY2016	FY2017	FY2018	FY2019	FY2020
Planning, Design, & Engineering	\$ 1,915,000	\$ 865,000	\$ -	\$ 700,000	\$ -	\$ 350,000
Construction	\$ 32,216,000	\$ 13,768,000	\$ 532,000	\$ 11,816,000	\$ -	\$ 6,100,000
Equipment & Furniture	\$ 5,244,000	\$ 1,064,000	\$ 1,110,000	\$ 840,000	\$ 840,000	\$ 1,390,000
5 YEAR COST	\$ 39,375,000	\$ 15,697,000	\$ 1,642,000	\$ 13,356,000	\$ 840,000	\$ 7,840,000

5 YEAR FUNDING	\$ 39,375,000	\$ 15,697,000	\$ 1,642,000	\$ 13,356,000	\$ 840,000	\$ 7,840,000
Capital Fund	\$ 2,024,000	\$ 756,000	\$ 802,000	\$ 466,000	\$ -	\$ -
School EOY Fund	\$ 4,200,000	\$ 840,000	\$ 840,000	\$ 840,000	\$ 840,000	\$ 840,000
VP&SA	\$ 33,151,000	\$ 14,101,000	\$ -	\$ 12,050,000	\$ -	\$ 7,000,000



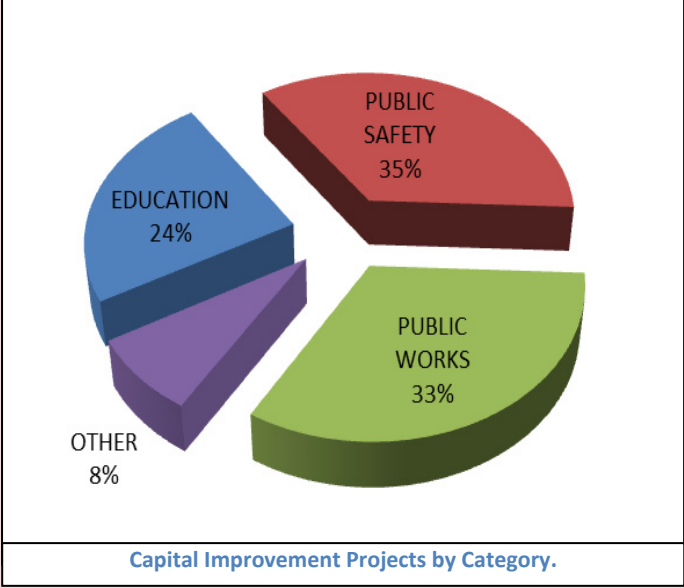
The **Digital Instruction Program**, resulting from the **Digital Conversion Project**, will provide high-speed internet access to all students and faculty in the RCPS system. Full implementation of the project includes education assistance software and a program for each student to have a tablet device. The program also adds technology support staff to provide maintenance of infrastructure and devices and assistance and training for faculty and staff.

Strong fiscal management by the Board has placed the County in a strong financial position. Cost-shifting by the state and federal governments, coupled with increased demand for services, has resulted in a financial reality—every 1% increase in costs for service delivery requires a 1.15% increase in local revenue. Local revenue must increase at a faster rate than expenses to prevent pressure on higher tax rates. In today’s economy, that continues to be a challenge!

The Capital Improvement Program includes forty-five projects totaling \$164.7 million over a five-year period. These projects have been organized into four broad categories: Education, Public Works, Public Safety, and Other. These projects help Rockingham County government continue to provide high levels of service and to improve the quality of life for all County residents.

The Operations Plan carries this commitment to service throughout the budgetary process. The Operations Plan recognizes the increased costs to sustain services at today's levels and addresses this reality through local revenue growth. It adds support in areas where the County has historically relied on volunteers and allows the County to attract and retain a qualified and professional workforce. To meet these needs, the Operations Plan adds \$1 million to \$3 million per year to operating costs over the five-year period of Rockingham 2020.

Multiple issues face Rockingham County in attempting to maintain a high level of service. These include a declining rate of volunteerism for fire and emergency medical response teams. Additionally, salary disparity between Rockingham and surrounding jurisdictions has led to high turnover rates and low numbers of experienced workers. The County is and will continue to explore ways to increase efficiencies and effectiveness using new technology and other tools, but the employee benefit program must be adjusted and monitored to attract and to retain the best and brightest workers while containing costs.



PUBLIC SAFETY

The Vision of the Rockingham County Comprehensive Plan recognizes the need for “healthy, managed growth while protecting and capitalizing on the assets which have encouraged people to come here in the first place.” Further, public services should be “designed and located to meet the needs of citizens of all ages and incomes.” The Vision also calls for strong cooperation among local governments with coordination between the City of Harrisonburg and the County on all policies including land use and public services.

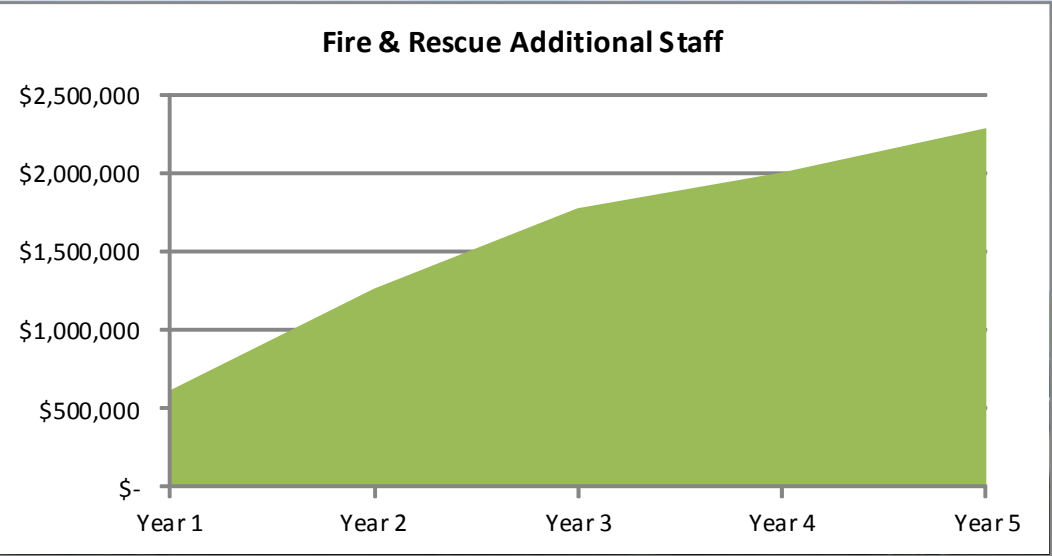
Sheriff, HRECC, Fire & Rescue	5 Year Total	FY2016	FY2017	FY2018	FY2019	FY2020
Computer Hardware & Software	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Site Improvement Preparation	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Construction	\$ 52,500,000	\$ 550,000	\$ 16,200,000	\$ 35,750,000	\$ -	\$ -
Equipment & Furnishings	\$ 5,024,000	\$ 2,524,000	\$ 200,000	\$ 550,000	\$ 1,000,000	\$ 750,000
5 YEAR COST	\$ 57,864,000	\$ 3,414,000	\$ 16,400,000	\$ 36,300,000	\$ 1,000,000	\$ 750,000

5 YEAR FUNDING	\$ 57,864,000	\$ 3,414,000	\$ 16,400,000	\$ 36,300,000	\$ 1,000,000	\$ 750,000
Capital Fund	\$ 14,077,000	\$ 1,577,000	\$ 3,750,000	\$ 8,750,000	\$ -	\$ -
Grants/PPP	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -
City of Harrisonburg	\$ 13,487,000	\$ 987,000	\$ 3,750,000	\$ 8,750,000	\$ -	\$ -
State Funds	\$ 25,150,000	\$ 150,000	\$ 7,500,000	\$ 17,500,000	\$ -	\$ -
VRA	\$ 5,000,000	\$ 550,000	\$ 1,400,000	\$ 1,300,000	\$ 1,000,000	\$ 750,000

Due to an increasing population and increasing diversity of languages spoken, the **Harrisonburg-Rockingham Emergency Call Center (HRECC)** will continue to see higher call loads with each call requiring more time. To maintain service levels and address a 10% average annual staff turnover rate, HRECC will require additional communication staff.

The local judicial circuit handles the 4th largest case load in the Commonwealth. As the inmate population at **Rockingham-Harrisonburg Regional Jail** continues to exceed capacity, and as payment to the Middle River Regional Jail for additional space continues to increase, few options remain available for alternative forms of incarceration.

The declining rate of volunteerism, coupled with an increased demand for service, is leading to a requirement for additional **Fire and Rescue staffing**. If staffing does not increase, the lowered level of service could result in a lack of critical time response, potentially increasing insurance rates, property loss, or both. Additionally, lack of appropriate staffing for may lead to delays in effective EMS care while apparatus that do not meet federal standards reduce safety for Emergency Responders.



OTHER

The Comprehensive Plan Vision begins, “In the year 2020 and beyond, Rockingham County will become an even better place to live, work, and recreate for its residents and for visitors,” calling for, “an extensive system of park facilities and recreation programs.” Through increased coordination with the City of Harrisonburg and the seven Towns, by investing in technology, which is identified as a primary driver of the local economy, and by ensuring the justice system operates in an efficient and effective manner, Rockingham County will continue to be a destination for business and a great place to live.

Courts, Economic Development, Parks, and Technology	5 Year Total	FY2016	FY2017	FY2018	FY2019	FY2020
Project Implementation Maintenance	\$ 2,095,000	\$ 308,000	\$ 312,000	\$ 304,000	\$ 584,000	\$ 587,000
Computer Hardware & Software	\$ 290,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 240,000
Planning, Design, & Engineering	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -
Site Improvement Preparation	\$ 3,659,000	\$ 1,685,000	\$ 867,000	\$ 867,000	\$ 240,000	\$ -
Construction	\$ 7,240,000	\$ 2,575,000	\$ 1,285,000	\$ 1,342,000	\$ 1,342,000	\$ 696,000
5 YEAR COST	\$ 13,334,000	\$ 4,618,000	\$ 2,464,000	\$ 2,513,000	\$ 2,216,000	\$ 1,523,000

5 YEAR FUNDING	\$ 13,334,000	\$ 4,618,000	\$ 2,464,000	\$ 2,513,000	\$ 2,216,000	\$ 1,523,000
Capital Fund	\$ 9,871,000	\$ 3,618,000	\$ 1,464,000	\$ 2,163,000	\$ 1,649,000	\$ 977,000
Grants/PPP	\$ 3,288,000	\$ 1,000,000	\$ 1,000,000	\$ 350,000	\$ 542,000	\$ 396,000
City of Harrisonburg	\$ 175,000	\$ -	\$ -	\$ -	\$ 25,000	\$ 150,000

THE CRITICAL LIMITING FACTOR REMAINS SCARCE RESOURCES.

It is a PLAN! It does not commit the Board to any expenditure!

All cost estimates associated with each project are based upon the best available information using 2014 figures. The actual cost of any project or portion thereof may vary.

PUBLIC WORKS

The Vision of the Rockingham County Comprehensive Plan calls for a "safe, efficient, and economical" transportation system where existing roadways are “improved to reasonably accommodate increases in traffic.” The Vision suggests that, like the transportation network, the public water and sewer networks will help direct “new development to areas in or near existing towns and communities.” Ultimately, the Vision calls for public services to be “efficient and affordable, and designed and located to meet the needs of citizens.”

Water/Sewer, Facilities, and Roads	5 Year Total	FY2016	FY2017	FY2018	FY2019	FY2020
Planning, Design, & Engineering	\$ 1,180,000	\$ 280,000	\$ 100,000	\$ 200,000	\$ 300,000	\$ 300,000
Purchase of Land	\$ 345,000	\$ 345,000	\$ -	\$ -	\$ -	\$ -
Construction	\$ 52,624,000	\$ 9,449,000	\$ 1,910,000	\$ 6,650,000	\$ 18,775,000	\$ 5,840,000
5 YEAR COST	\$ 54,149,000	\$ 10,074,000	\$ 2,010,000	\$ 6,850,000	\$ 19,075,000	\$ 6,140,000

5 YEAR FUNDING	\$ 54,149,000	\$ 10,074,000	\$ 2,010,000	\$ 6,850,000	\$ 19,075,000	\$ 6,140,000
Capital Fund	\$ 4,579,500	\$ 2,372,000	\$ 1,225,000	\$ 150,000	\$ 662,500	\$ 170,000
Water/Sewer Fund	\$ 33,350,000	\$ 4,850,000	\$ -	\$ 600,000	\$ 12,100,000	\$ 5,800,000
Solid Waste Fund	\$ 12,500,000	\$ 50,000	\$ 100,000	\$ 6,100,000	\$ 6,250,000	\$ -
Grants/PPP	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -
City of Harrisonburg	\$ 352,500	\$ 60,000	\$ 60,000	\$ -	\$ 62,500	\$ 170,000
State Funds	\$ 2,767,000	\$ 2,142,000	\$ 625,000	\$ -	\$ -	\$ -